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ABSTRACT

Test items for the introduction to psychology and leadership course (see the final reports which summarize the course development project, EM 010 418, EM 010 419, and EM 010 484) which were compiled as part of the project documentation and which are coordinated with the text-workbook on applied leadership (EM 010 444, EM 010 445, EM 010 446, EM 010 447, EM 010 472, and EM 010 512) are provided in this document. Progress check items with answer sheets, research pretest items, and unused items are included for criterion referenced test items, and cumulative posttest items with content references comprise research norm referenced items. EM 010 420 through EM 010 447 and EM 010 451 through EM 010 512 are related documents. (SH)

Contract No. N00600-68-C-1525

UNITED STATES NAVAL ACADEMY

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

TEST ITEM POOL

PART XII

APPLIED LEADERSHIP

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EM 010464

INTRODUCTION

The test items included in this book have been prepared for use in the course, An Introduction to Psychology and Leadership. They have been compiled as part of the project documentation. Additionally, some instructors may find them of use in preparing their own quizzes and tests. The Table of Contents on the next page indicates the classification of the test items within segments. The Progress Check answers are identified by a title page. The research pretest items are identified by the word PRE in the upper right hand corner of the page. The unused items on which there are no data are identified by their enclosure in the rectangular box. The research norm referenced test items are identified by the acronym CPT in the top right corner of each page.

For those unfamiliar with the differences between criterion referenced items and norm referenced items, the following is briefly offered. Criterion referenced items test learning of specific objectives. Students are expected to perform quite well on these items if they have adequately used the instructional materials. Their relationship to the terminal and enabling objectives are referenced for each. A norm referenced item should display more discrimination power, i.e., they are expected to reflect the distinctions between students who have depth of knowledge as opposed to those who have a superficial knowledge. Since they do more than merely test objectives, they should be used cautiously since it would not be unusual or unfavorable for a large percentage of students to choose incorrectly in answering this type of item.

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ED 071319

United Stated Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment I

Measurement of Effective Leadership

Progress Check

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WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

MEASUREMENT OF EFFECTIVE LEADERSHIP

PROGRESS CHECK

Question 1.

A LTJG who recently reported aboard a ship at Norfolk, Va., was faced with the decision of how to handle a case of one of his seamen being absent over leave. Holiday leave was divided into two segments, 20-28 December and 29 December-7 January so that everyone who desired leave during these periods could take off. The seaman had gone home to Chicago during Christmas leave and was due to report back on board ship on the 28th of December. Because he was having such a good time, the seaman decided to take the last available transportation from Chicago--a nonexpress bus. Several hours out of Chicago, it became apparent to the seaman that he wasn't going to get back on time. Even so, he hesitated to try and call his ship. About five hours out of Chicago the bus ran into a snowstorm that delayed the bus even more. The seaman still did not notify his ship. The seaman finally returned to his ship on the 29th about 21 hours late.

What would be appropriate action for the LTJG to take in this case?

a. The officer asked for no further explanation and took no official action. He told the seaman that it better not happen again "or else."

b. The officer listened to the explanation. He asked the seaman if he had made plans to leave early to compensate for travel delays. The seaman replied that he had not. The LTJG counseled the seaman on travel planning and put the man on report, recommending lenient punishment for the UA violations.

c. The officer listened to the explanation but then chose to put the man on report, recommending the maximum punishment for the UA violations. He reasoned that there had not been adequate planning if the man was late.

d. The officer referred the entire matter to the Division Officer for disposition.

Question 2.

From the following, select the group which contains only correct leadership principles.

a. Be technically and tactically proficient; restrict flow of information to avoid false rumors; set the example.

b. Seek and take responsibility for your actions; develop the specialist training concept; make sound and timely decisions.

c. Develop a sense of responsibility among subordinates; employ your command as the principal means of maintaining discipline.

d. Know yourself and seek self-improvement; ensure that the task is understood, supervised and accomplished; know your men and look out for their welfare.

Question 3.

Select the correct guidelines for accomplishing a job realistically.

1. Let your men know you are primarily interested in their ability as sailors, not as individuals.

2. Criticize in private, not in public.

3. Punish frequently so as to gain firm discipline.

4. State your requirements only once.

5. Lead by example.

a. 1, 3, 4

b. 2, 5

c. 1, 2, 4

d. 1, 5, 4

Question 4.

Marine 2-LT Olson was charged with the task of safely transporting a radio transmitter with classified components within 24 hours to Camp Lejeune, N.C., a distance of 75 miles. Olson ordered SGT Baxter to select a driver, a working party, and then make the necessary arrangements with the quartermaster for the release and shipment of the transmitter. Olson arranged the itinerary for the trip and procured a flat-bed truck. The transmitter was delivered on time. However, after the transmitter arrived, it was discovered that the radio had been shipped without observance of the mandatory regulations governing the transporting of classified equipment.

Select the statement which best describes the performance of 2-LT Olson from a superior's standpoint.

a. 2-LT Olson made delivery on time. Although partial responsibility for the security oversight rested with Olson, SGT Baxter was really responsible for the violation of the mandatory security regulations.

b. 2-LT Olson made delivery on time. Although partial responsibility for the security oversight rested with Olson, the quartermaster was really responsible for the release of the transmitter.

c. 2-LT Olson should not be held responsible for the security oversight; evaluation of his performance should be based on the fact that he did make delivery on time.

d. None of the above

Question 5.

Select the statement which correctly states the basic criterion for measuring leadership effectiveness.

a. Accomplishment of the assigned mission

b. The establishment of esprit de corps and morale within the organization

c. Correct application of standing operating procedures

d. Logical planning of goals and objectives

Question 6.

Select the paragraph which correctly states the importance of mission accomplishment.

a. Mission accomplishment is important, but should not conflict with standard training procedures that have been studied and accepted by higher authorities.

b. Mission accomplishment is not of primary importance if it contradicts the norms of the group assigned to the mission.

c. Mission accomplishment is the first and foremost determining factor in a superior's estimate of his subordinate. Each individual mission accomplished is an integral part of the overall naval effort.

d. Mission accomplishment is the secondary concern of a leader; efficient method employment is the ultimate evaluation criterion the leader must consider.

Question 7.

Select those questions which a superior should ask when evaluating a subordinate's performance.

1. Does he avoid responsibility while developing an effective working relationship with his subordinates?

2. Does he achieve the desired results regardless of the adversity he encounters?

3. Does he establish meaningful, relevant goals and objectives?

4. Does he allow his most competent subordinate to oversee the entire mission to be accomplished?

a. 1,4

b. 3,4

c. 2,3

d. 1,2

Question 8.

Select the statement which describes the correct relationship among esprit de corps, morale, and discipline with respect to leadership effectiveness.

a. To maintain high morale, firm discipline and esprit de corps, a unit must be well equipped, well trained and sufficiently staffed for each task assigned.

b. A unit with high morale and esprit de corps will suffer from decreased efficiency if training standards are not fully pursued.

c. A unit with high morale and good discipline may suffer from poor esprit de corps if the tasks assigned do not provide the challenge necessary to develop pride in personal performance.

d. Both b and c above

Question 9.

Select the statement which correctly describes the integration of esprit de corps and morale.

a. Men in a unit with high morale have a sense of collective pride and are challenged by the goals of the unit, whereas esprit de corps instills a feeling of individual appreciation and satisfaction in the men for their specific duties.

b. High esprit de corps is directly related to the level of morale within a unit.

c. When morale and esprit are high, the men in a unit can often put self-gratification and personal goals secondary to the commonly accepted objective of the unit.

d. It takes both high morale and esprit de corps to maintain a high level of unit performance.

Question 10.

Choose the list which contains the four indicators of effective leadership.

a. Morale, esprit de corps, efficiency, discipline

b. Esprit de corps, attitude, morale, effort

c. Discipline, morale, attitude, esprit de corps

d. None of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT I

REMEDIATION TEXT Intrinsically Programed Booklet VOL-XII-A

ITEM	ANSWER	REMEDIATION REFERENCE
1	b	Pages B6-S23, B125-S162
2	d	Pages B2-S14
3	b	Pages B2-S7
4	d	Pages B37-S83, B141-S162
5	a	Pages B37-S46
6	c	Pages B37-S46
7	c	Pages B46-S83, B141-S162
8	d	Pages B83-S123, B150-S162
9	c	Pages B83-S123, B150-S162
10	a	Pages B83-S90
11		
12		
13		
14		
15		

* B-page to begin on; S-stop at this page follow page instructions to stop page indicated.

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Twelve Segment I

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	1	2
4	2	
5	2	1
6	2	2
7	2	3
8	3	
9	3	
10	3	1

Question 69.

Select the statement which correctly states the ultimate criterion for measuring leadership effectiveness.

a. Careful preparation of procedural steps for mission accomplishment

b. Successful accomplishment of the mission

c. Establishment of individual performance standards

d. Attention to personal appearance, moral character, and duty performance

Ans. b, Ref. 12.1, TO-2/EO-1

T. O. Number	TEST ITEM
1	Damage Controlman Bass, serving aboard the USS Schuller, was experiencing serious marital difficulties. For the past three months his wife had written only two letters, each stating her desire to initiate divorce proceedings. DC Bass was considerably upset, but sought no legal or religious advice. Bass permitted his preoccupation to hinder the discharge of his duties. On a number of occasions, he was reprimanded for laxity. Since Bass was an experienced damage controlman, his section leader permitted him to instruct junior controlmen regarding new devices. One day during a storm the gasket on the porthole of the ship personnel office broke, allowing water to enter the compartment. The service records of some twenty sailors were seriously damaged. ENS Fick, Bass' section chief, asked him if he had checked that porthole during the last compartment check. Bass replied that he must have overlooked it, adding that he "had other, more important things on his mind." Fick pointed out that the service records of twenty men had been almost completely destroyed. Replacing all the contents might prove impossible. -continued on next page-

REVISION_____DATE:

T. O. Number	TEST ITEM
	-continued from previous page-
1	Select the statement below which correctly states an appropriate action to be taken by ENS Fick in this situation. a. ENS Fick could bend the rule and not put Bass on report, reasoning that since Bass was overly concerned with a personal problem he should not be awarded disciplinary punishment for this negligence. b. ENS Fick could put Bass on report to the division officer informing him that Bass had been negligent on other occasions and that he was setting a bad example for the junior enlisted personnel in his section. Fick further could inform the DO of Bass' personal problems and arrange for Bass to see both Chaplain and the legal officer. c. ENS Fick could put Bass on report to the DO, recommending that Bass be given a Captain's Mast for his negligence. Negligence is inexcusable and Bass has set a poor example for the new damage controlmen. d. ENS Fick could bend the rule and overlook Bass' recent negligence, and see that Bass puts in for and gets a leave to straighten out his personal problems. Answer: b
	REVISION_____DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
1 EO-1	From the list below, select the choice which correctly states one of the basic elements of leadership factors. a. Disregard the personal attitudes of your men. b. Always allow time to study a problem before making a decision. c. Employ your command and authority as the principle means of invoking discipline. d. Train your men as a team. answer: d

REVISION_____DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
1 EO-1	Select the answer below which includes correct leadership principles. 1. Keep your men informed. 2. Set the example. 3. Avoid responsibility for your actions. 4. Train your men to work independently. 5. Make sound and timely decisions. 6. Disregard the welfare of your men. a. 1,3,4 b. 2,5,6 c. 1,2,5 d. 2,3,6 correct answer: c

REVISION_____DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
1 EO-2	From the list below, choose the statement which provides basic guidelines for realistically getting the job done. a. Stand up for your men and be known as a man of your word. b. Train your men as individuals. c. Learn the special interests and educational backgrounds of your men. d. Both a and c. correct answer: d

REVISION_____DATE:

T. O. Number	TEST ITEM
1 EO-2	Select the group listed below which contains correct guidelines for realistically getting the job done. a. Lead by example; delegate authority, not responsibility; don't kill your men with kindness. b. State your requirements just once; keep your door open to your men; learn how to deal with each man as an individual. c. Stand up for your men and be known as a man of your word; criticize on the spot to avoid repeating the same mistake. d. Punish so as to gain a reputation of fairness and consistency; learn the special interests and educational background of your men; get to know your men on a first name or nickname basis. correct answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
2	YN2 Roberts wanted to visit his family on his birthday, but LT James, his superior, refused permission for leave. LT James said that he felt the work load was too heavy in YN2 Roberts' section. YN2 Roberts' attitude and performance which previously had been outstanding, fell off sharply. He worked with general inattentiveness and occasionally became defensive when confronted by his superior about his performance. During a loading maneuver, an office copying machine was severely damaged because YN2 Roberts neglected to secure the transport safety lashings. From the list below select the correct evaluation of YN2 Roberts' performance. a. LT. James thought Roberts' performance was a direct result of the leave denial so he ignored Roberts' performance during this period and rated him as a sincere, conscientious, dedicated yeoman. b. LT James evaluated Roberts' performance as immature and juvenile and not in the best interest of the unit. His duty performance was not exemplary in any aspect regardless of how well he had performed previously. -continued on next page-

T. O. Number	TEST ITEM
	-continued from previous page-
2	c. LT James evaluated Roberts' performance since the leave denial as rather juvenile and not representative for a previously outstanding yeoman. James weighed Roberts previous performance and modified his evaluation between the two extremes of Roberts' performance. d. None of the above. Answer: b

REVISION_____DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
2 EO-1	From the list below, choose the statement which correctly completes the following sentence. The ultimate criterion for measuring leadership effectiveness is: a. Logical planning of goals and objectives. b. High reliance upon discipline to obtain satisfactory peformance. c. Successful accomplishment of mission. d. Attention to tactical efficiency. Answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
2 EO-2	From the list below, select the paragraph which correctly states the importance of obtaining results (mission accomplishment). a. Missions are assigned for one purpose: to be accomplished—to obtain specified results. An officer may employ very good methods, but if he does not achieve mission accomplishment, he has totally failed. b. Mission accomplishment is of utmost importance, but should not be placed ahead of the necessity for careful and orderly planning of tactical procedures. c. When a potential hazard to personnel exists, the primary consideration is no longer mission accomplishment, but assuring the safety of the personnel. d. None of the above. correct answer: a

REVISION _____ DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
2 EO-3	Select from the choices below, what a superior should ask when evaluating a subordinate's performance. a. Does he treat every person as a number, not as an individual? b. Does he display integrity? c. Does he look out for the welfare of his men? d. Both b and c. Answer: d

REVISION_____DATE:

PART 12 SEGMENT 1

T. O. Number	TEST ITEM
2 EO-3	When evaluating a subordinate's performance, a superior should ask: a. Does he involve himself primarily with clerical details? b. Does he avoid authority when delegating responsibility to his subordinates? c. Does he allow his subordinates to oversee the entire mission to be accomplished? d. Does he set the example for personal appearance, moral character, and duty performance? Answer: d
	REVISION_____DATE:

T. O. Number	TEST ITEM
3	From the following statements, select the correct relationship between esprit de corps, morale, and discipline with respect to leadership effectiveness: a. To maintain high morale, firm discipline and esprit de corps, a unit must be well equipped, well trained and sufficiently staffed for each task assigned. b. A unit with high morale and esprit de corps will suffer from decreased efficiency if training standards are not fully pursued. c. A unit with high morale and good discipline may suffer from poor esprit de corps if the tasks assigned do not provide the challenge necessary to develop pride in personal performance. d. Both b and c. correct answer: d

REVISION_____DATE:

PART 12 SEGMENT I

T. O. Number	TEST ITEM
3 EO-1	Choose the word below which completes the following statement: The four principle indicators of effective leadership are esprit de corps, morale, discipline, and a. Efficiency. b. Attitude. c. Effort. d. Attentiveness. Answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
3 EO-1	From the list below, select the four principle indicators of effective leadership. 1. Morale 2. Discipline 3. Attitude 4. Effort 5. Esprit de corps 6. Efficiency a. 1,2,5,6 b. 1,2,3,4 c. 2,3,4,5 d. 3,4,5,6 correct answer: a

REVISION_____DATE:

Question 19.

Which of the following appropriately completes the sentence?

Leadership qualities, results, and methods and manners of producing results are all:

a. Indicators of mental health

b. Indicators of the effective use of when and how to draw the line

c. Indicators of effective leadership

d. Indicators of perceiving the nature of the situation

Answer: C Ref: I. (all)

Question 15.

Match the leadership principles with the BEST descriptive leadership qualities.

1. Know your men and look out for their welfare.
2. Keep your men informed.
3. Be technically and tactically proficient.
4. Seek and take responsibility for your actions.

A. Professional knowledge
B. Loyalty
C. Facility with language
D. Devotion to duty
E. Moral responsibility

a. 1-D, 2-C, 3-A, 4-E

b. 1-E, 2-A, 3-D, 4-B

c. 1-B, 2-C, 3-A, 4-E

d. 1-B, 2-C, 3-A, 4-D

Answer: C Ref: I.A.2.
II.A.1.,2.,4.,14.,15.

Question 39.

LTJG X, aboard a destroyer, comes across a group of seamen shooting craps and there's a big pile of money in the middle.

Which of the following decribes appropriate action for LTJG X to take?

a. Bend the rules and counsel the men on the disadvantages of gambling

b. Put all the men on report and counsel the men on the disadvantages of gambling

c. Speak to his superior before handling the matter

d. Discuss the problem with his fellow officers and decide with them what should be done

Answer:B Ref: I.A.3.b.
IV.B.1.
IV.C.2.

Question 17.

Which of the following accurately completes the sentence?

When a junior officer deviates from enforcing the strict letter of the law with his subordinates:

a. He is exceeding the limits of his authority.

b. He should inform his senior officer.

c. He is being indiscriminate.

d. He is being cooperative.

Answer: B Ref: I.A.3.c.1).

Question 14.

Which of the following accurately states the relationship between authority and responsibility?

a. Authority is supported by the leader's responsibility toward his men.

b. Both responsibility and authority can be delegated.

c. Neither authority nor responsibility can be delegated.

d. Authority can be delegated but responsibility can not be delegated.

Answer: D Ref: I.A.4.c.8).

Question 21.

LTJG X has to say "That's an order" to get his men to complete the assigned mission.

Which of the following statements indicates LTJG X's superior's primary criterion when evaluating his handling of the mission?

a. Did he establish standards?

b. Did he plan properly?

c. Did he accomplish the mission?

d. Did he look out for the welfare of his men?

Answer: C Ref: I.B.1.& 2.

Question 40.

1-LT X has been having a lot of trouble with members of his platoon. He has ignored most of their guff to remain popular, but he needs their unquestioning obedience to complete an assigned mission.

Which of the following describes the methods he must take to ensure that conditions are improved and the mission is accomplished?

a. He must establish reasonable and effective standards and compare the platoon's results with the standards, taking corrective action if necessary.

b. He must establish a set of objectives and plan for their accomplishment.

c. He must say "That's an order."

d. All of the above

Answer: D Ref: I.B.2.
IV. (all)

Question 18.

Which of the following most accurately completes the sentence?

Self-evaluation is important to:

a. Continued development and improvement of effective leadership practices

b. Continued development and improvement of the popularity of the leader

c. Continued development and improvement of strong qualities only

d. None of the above

Answer: A Ref: I.B.3.b.
II.C.5.

Question 30.

Three of 1-LT X's subordinates have been discourteous and have been generally resisting his authority. 1-LT X calls the unit together, rebukes the three men and assigns extra duty to the whole unit.

Which of the following could be affected adversely by 1-LT X's actions?

a. Esprit

b. Morale

c. Efficiency

d. Discipline

Answer: B Ref: I.C.1.a.
IV.C.2

Question 3.

Match the following indicators of effective leadership with the appropriate descriptive word.

1. Morale	A. Oneness
2. Esprit	B. Satisfaction
3. Discipline	C. Proficiency
4. Efficiency	D. Health
	E. Training

a. 1-B, 2-A, 3-E, 4-C

b. 1-A, 2-B, 3-C, 4-E

c. 1-D, 2-C, 3-B, 4-C

d. 1-B, 2-D, 3-C, 4-E

Answer: A Ref: I.C.1.a.,b.,c.,d.

Question 37.

1-LT X is being reassigned after spending a year with his platoon. When he first took over the platoon, morale, esprit, and efficiency were low and discipline was high. At the end of his assignment morale, efficiency, and discipline are high and esprit is low.

Which of the following indicates action 1-LT X neglected to take?

a. He neglected to pursue training programs.

b. He neglected to challenge the platoon.

c. He neglected to clarify various authority relationships.

d. All of the above

Answer: B Ref: I.C.2.c.

Question 22.

MIDN X, commander of a summer training company, is dealing with men not familiar to him. He doesn't want to create a bad impression by putting classmates on report. Liberty is good, and the unit, composed of excellent athletes, wins sports competitions consistently. A high esprit grows, but throughout the summer, discipline stays lax. From this description it is evident that:

a. Morale and discipline are low, esprit and efficiency are high.

b. Some units perform well with a minimum of morale.

c. Some units perform well with a minimum of discipline.

d. Morale, discipline and efficiency are low and esprit is high.

Answer: C Ref: I.C.2.d.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment II

Generally Recognized Characteristics of an Effective Leader

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

GENERALLY RECOGNIZED CHARACTERISTICS OF AN EFFECTIVE LEADER

PROGRESS CHECK

Question 1.

LTJG Thompson was the Assistant Damage Control Officer aboard the carrier USS Fischer. To ensure that all fire parties and repair parties maintained their equipment in compliance with standards of readiness, safety, and efficiency, LTJG Thompson held frequent inspections and drills. Time was of the essence, and LTJG Thompson heavily emphasized it. Tardiness and disinterest were not tolerated. LTJG Thompson demanded no more of his men than he did of himself. The men of both the fire parties and repair parties completely understood what was expected of them.

Select the generally recognized qualities of leadership exemplified by LTJG Thompson.

a. Moral responsibility; loyalty

b. Personal example and conduct; self-discipline and intelligence

c. Self-expression; imagination

d. Cooperation; professional knowledge

Question 2.

Select the statement which best defines moral responsibility.

a. Moral responsibility is the responsibility an officer feels toward those individuals who are adversely affected by his actions as an individual.

b. Moral responsibility is an officer's code of conduct which permits him to exploit the abilities of his subordinates for the good of the Navy.

c. Moral responsibility is that personal responsibility an officer possesses as a result of religious practice and character guidance classes instituted by the Armed Forces.

d. Moral responsibility is a personal code of conduct which does not permit leaders to exercise their abilities and positions to the detriment of their fellowmen.

Question 3.

Select one of the following which correctly distinguishes moral courage from physical courage.

a. The difference between moral and physical courage is that moral courage is exhibited both in peace and war while physical courage is only exhibited in war situations.

b. The difference between moral and physical courage is that moral courage is a quality which enables one to do what he ought to do regardless of the consequences to himself, while physical courage is a quality which enables a man to conquer fear and concentrate on the mechanics of fighting.

c. The difference between moral and physical courage is that moral courage is difficult to obtain, while physical courage comes naturally--a man either has it or he doesn't have it.

d. The difference between moral and physical courage is that moral courage is a quality which enables a man to conquer fear and concentrate on the mechanics of fighting, while physical courage is a quality which enables one to do what he ought to do regardless of the consequences to himself.

Question 4.

Select the statement which correctly defines industry.

a. The dependability and thoroughness exhibited in meeting responsibilities

b. The ability and willingness to work harmoniously with others

c. Resourcefulness, creativeness, and the capacity to plan constructive activities for subordinates

d. The zeal exhibited and energy applied in the performance of one's duties

Question 5.

Marine LT Davis led the second platoon of Delta Company. For five months the platoon had operated in Thua Thien Province protecting the rice harvest, conducting search and destroy missions, and attacking the Viet Cong infrastructure. LT Davis was an aggressive leader who no longer held any illusions about his capabilities. He did not lead his men into extremely dangerous situations simply to prove himself. When one of his new men breached discipline or hesitated to perform under fire, LT Davis did not ridicule him harshly but talked to him with firm understanding. LT Davis took a great interest in his men and attempted to protect their best interests within the limits of his organizational power.

From the following, select the one which correctly describes the characteristic(s) of mental health displayed by LT Davis.

a. LT Davis had a healthy self-concept and a strong sense of identity.

b. LT Davis' behavior was determined by the unusual situations that arose.

c. LT Davis had the ability to regulate his behavior from within.

d. Both a and c

Question 6.

Select the statement which correctly identifies one or more characteristics of mental health.

a. Mental health includes devotion to duty and concern for the environment.

b. Mental health includes the balancing of psychic forces, and the regulation of behavior from within.

c. Mental health includes bodily cleanliness as an accurate indicator of mental attitudes.

d. Mental health includes attitudes toward death, living, and physical incapacitation.

Question 7.

Select the statement which is a measurable dimension of a person's mental health.

a. Acceptance of his own nature, with all its discrepancies from the ideal image, without feeling real concern

b. Acceptance of a self-aggrandizing approach to interpersonal relations

c. Acceptance of the limited growth potential which is evident in the investment in living.

d. Interest in developing growth motivation before realizing a sense of identity

Question 8.

LT Jurgens is in charge of aircraft maintenance aboard the carrier USS Fletcher. He organized his division into specialty groups based both on his subordinates' respective skills and the types of aircraft employed on the carrier. To cope with unusual situations, such as heavily damaged F-4's, LT Jurgens selected certain individuals and supervisors. After the completion of the task the men returned to their routine duties. Other teams were established for special situations. More often than not, men belonged to more than one team in addition to their usual responsibilities.

This effective organization was accepted easily by his subordinates because the men felt LT Jurgens was exceptionally adept and constantly sought to work out the many practical difficulties which resulted from his new system. Through discussion and study, LT Jurgens overcame most of the significant obstacles.

Select the characteristics of effective leadership which LT Jurgens exhibited.

a. The leader is more interested in doing than planning.

b. The leader relied on his administrative skills to a greater extent than his technical skills.

c. The leader possessed developed technical skills.

d. The leader was of superior intelligence.

Question 9.

From the following select the one which correctly describes emotional maturity.

a. Emotional maturity is characterized by self-discipline, self-sufficiency, respect for authority, and the capacity for objective thought and action.

b. Emotional maturity is characterized by the ability of an individual to differentiate the good from the bad, and to persevere when faced with difficulty.

c. Emotional maturity is characterized by subjective analysis and selective social attitudes.

d. Both b and c

Question 10.

Select the statement which correctly describes the relationship between mental ability and leadership.

a. A wide range of scientific studies indicates that there is a negative relationship between mental ability and leadership.

b. A wide range of scientific studies indicates that there is an inverse relationship between mental ability and leadership.

c. A wide range of scientific studies indicates that there is a positive relationship between mental ability and leadership.

d. A wide range of scientific studies indicates that there is a proportionate relationship between mental ability and leadership.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT II

REMEDIATION TEXT Intrinsically Programed Booklet-VOL-XII-B

ITEM	ANSWER	REMEDIATION REFERENCE
1	b *	Pages B14-S19; B37-S49; B162-S203
2	d	Pages B2-S19
3	b	Pages B24-S25
4	d	Pages 61, 62 & 65; 69, 68 & 75
5	d	Pages B71-S82; B185-S191
6	b	Pages B82-S103
7	a	Pages B82-S103
8	b	Pages B113-S122
9	a	Pages B165-S180; B191-S194
10	c	Pages B180-S185; B191-S194; B194-S203
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12		
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* B-page to begin on; follow page instructions to stop page indicated.

S-stop at this page;

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Twelve Segment II

ITEM NO.	T. O.	E. O.
1	1	
2	1	2
3	1	5
4	1	6
5	2	
6	2	1
7	2	3
8	3	
9	3	5
10	3	4

Question 18.

Select the statement below which correctly describes the relative importance to a leader of administrative and technical skills.

a. Depending upon the severity of the problem, a leader places equal emphasis on administrative and technical skills.

b. A leader relies on the skill, technical or administrative, which will accomplish the mission with the most expedience.

c. A leader relies strongly on his administrative skills, but employs his technical skills concurrently to ensure successful mission accomplishment.

d. A leader relies on his administrative skills to a much greater extent than he does on any of the technical skills which may be associated directly with his work.

Ans. d, Ref. 12.2, TO-3/EO-6

T. O. Number	TEST ITEM
1	During the four months that Marine Captain Lucas had commanded Delta Company, the company incurred fewer casualties than any other company in the battalion. Captain Lucas always inspected his troops' equipment before embarking upon a combat assault. His personal weapon and equipment were well-maintained—his rifle never jammed because of personal negligence. While leading his men, CPT Lucas was conspicuously present, but the men never knew when he would be with them or some other platoon. During unusually dangerous situations CPT Lucas encouraged the men; his calm nature served as a source of strength for Delta Company. Second to the mission, CPT Lucas' main concern was the welfare of his men. Delta Company reciprocated CPT Lucas' loyalty. Select the qualities of leadership below which were displayed by CPT Lucas. a. Moral responsibility; loyalty; personal example b. Loyalty; courage; personal example c. Self-expression; moral responsibility; imagination d. Industry; loyalty; imagination. correct answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
1 (EO-1)	Select the terms below which are generally recognized qualities of leadership. 1. Devotion to duty 2. Adaptability 3. Morale building 4. Professional knowledge a. 1 and 2 b. 2 and 3 c. 3 and 4 d. 1 and 4 correct answer: d
	REVISION_____ DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
1 EO-2	From the statements below, select the correct definition of moral responsibility. a. Moral responsibility is an officer's unregulated duty to ensure that the men of his command are given adequate instruction in subjects other than those which produce necessary military skills. b. Moral responsibility is an officer's personal code of conduct which does not permit him to exploit his abilities and position to the detriment of his fellowmen. c. Moral responsibility is an officer's personal code which does not permit him to favor individuals who accept his beliefs over those who reject them. answer: b

REVISION_____DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-3)	Select the statement below which correctly describes one or more characteristics of a leader's devotion to duty. a. A leader's devotion to duty includes the ability to issue orders quickly and cheerfully, and to place duty above oneself. b. A leader's devotion to duty includes perseverance on duty as well as off, and the maintenance of one loyalty at a time. c. A leader's devotion to duty includes the ability to place duty above oneself, and to take orders quickly and cheerfully. d. A leader's devotion to duty includes loyalty to his men before himself, and the ability to project an enviable personal example. correct answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
1 (EO-4)	Select the statement below which correctly describes the relationship between professional knowledge, the ability to use this knowledge, and self-confidence. a. By possessing professional knowledge and the ability to apply it, a leader builds his self-confidence. b. Even though a leader possesses professional knowledge and the ability to use it, he will have to develop initiative and imagination before self-confidence appears. c. Self-confidence can be attained by possessing professional knowledge, but not necessarily by the ability to utilize this professional knowledge. d. Professional knowledge and the ability to apply it do not lead to self-confidence unless the leader possesses the ability to organize. correct answer: a
	REVISION_____ DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
1 (EO-6)	Select the statement below which correctly describes reliability. a. The resourcefulness, creativeness, and capacity to plan constructively b. The zeal exhibited and energy applied in the performance of one's duties c. The dependability and thoroughness exhibited in meeting responsibilities d. The ability and willingness to work in harmony with others correct answer: c
	REVISION_____ DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
2	During his college years, LTJG Ryan was constantly perplexed about the role he eventually should and would play in society. After three years in the Navy, most of LTJG Ryan's self-delusions had disappeared. He commanded a PBR section with exceptional ability. After only six months of combat, he was satisfied with the self-administered personal tests he had passed. Not everything was absolutely enviable, but he was aware of the idiosyncrasies that affected his accomplishments. LTJG Ryan realized that some had to be tempered, and understood that all of them must be realistically considered. LTJG Ryan no longer had doubts about being in the Navy. This was evident in his relations with the men under his command, and their complete respect for him as a leader and as an individual. Select the characteristics of mental health LTJG Ryan displayed. a. Concern for the environment; sense of identity b. Acceptance of self; sense of identity c. Investment in living; self-regulation d. b and c answer: d

REVISION_____DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
2 (EO-3)	From the choices below, select those which are measurable dimensions of mental health. 1. Self-concept 2. Self-aggrandizement 3. Sense of identity 4. Interdependence 5. Growth potential 6. Investment in living a. 1, 4, and 5 b. 2, 3, and 6 c. 2, 4, and 5 d. 1, 3, and 6 correct answer: d

REVISION_____DATE:

T. O. Number	TEST ITEM
3	Marine LT Davis led the second platoon of Delta Company. For five months the platoon had operated in Thua Thien Province protecting the rice harvest, conducting search and destroy missions, and attacking the Viet Cong infrastructure. LT Davis was an aggressive leader who no longer held any illusions about his capabilities. He did not lead his men into extremely dangerous situations simply to prove himself. When one of his new men breached discipline or hesitated to perform under fire, LT Davis did not ridicule him harshly but talked to him with firm understanding. LT Davis took a great interest in his men and attempted to protect their best interests within the limits of his organizational power. Select the characteristics of effective leadership exhibited by LT Davis. a. LT Davis had an unusual facility with language. b. LT Davis was mentally and emotionally mature. c. LT Davis had a broad, general knowledge, a large number of aptitudes, and an interest in all affairs concerning the Marine Corps. d. LT Davis was intellectually superior to the men in his platoon. correct answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
3 (EO-2)	Select the statement below which describes the relationship between the requirements of leadership and the enterprise or type of work in which the leader is engaged. a. Leadership requirements vary with the enterprise or type of work in which the leader is engaged. b. Leadership requirements increase as the enterprise or type of work in which the leader is engaged becomes more difficult. c. Leadership requirements are basically the same regardless of the enterprise or type of work in which the leader is engaged. d. Leadership requirements decrease as the enterprise or type of work in which the leader is engaged becomes easier. correct answer: c

REVISION_____DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-3)	Select the statement below which describes a widely-held belief about leadership that is invalid. a. Technical skill in the work supervised is as important as interest in directing the work of others. b. The effective leader cannot be characterized as an extrovert. c. The effective leader can be characterized as an extrovert. d. Age, weight, height, and physique are significant and reliable indications of leadership. correct answer: b

REVISION_____DATE:

PART 12 SEGMENT II

T. O. Number	TEST ITEM
3 (EO-5)	Select the statement below which correctly describes emotional maturity. a. Emotional maturity is characterized by detached and objective thinking, and respect for authority rather than arrogance in dealing with subordinates. b. Emotional maturity is characterized by the ability of an individual to differentiate the good from the bad, and to persevere when faced with difficulty. c. Emotional maturity is characterized by subjective analysis and selective social attitudes. d. b and c correct answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
3 (EO-6)	Select the statement below which correctly describes the relative importance of a leader's administrative and technical skills. a. Depending upon the severity of the problem, a leader should place equal emphasis on administrative and technical skills. b. A leader must rely on the skill, technical or administrative, which will accomplish the mission with the most expedience. c. A leader must rely strongly on his administrative skills, but should employ his technical skills concurrently to ensure successful mission accomplishment. d. A leader relies on his administrative skills to a much greater extent than he does on any of the technical skills which may be associated directly with his work. correct answer: d
	REVISION_____ DATE:

CUMULATIVE POST-TEST

THIRTEEN

Question 1.

Match the following.

1. Physical courage	A. Person does what he thinks is right regardless of regulations.
2. Moral courage	B. Person shows devotion to his country, his superiors and his subordinates.
3. Moral responsibility	C. Person does what he ought to do regardless of consequences.
4. Loyalty	D. Person meets danger and difficulty with firmness.
	E. Person does not exploit his capabilities or position to the detriment of others.

a. 1-A, 2-C, 3-B, 4-E

b. 1-D, 2-C, 3-E, 4-B

c. 1-D, 2-A, 3-E, 4-D

d. 1-C, 2-D, 3-E, 4-B

Answer: B Ref: II.A.1.a.
II.A.2.a.
II.A.6.a.1).& b.1).

Question 9.

Which of the following statements BEST describes loyalty?

a. The dependence on one's own personal likes, dislikes and interests in determining the devotion to country, superior and subordinates

b. The degree of loyalty a division officer shows toward his superiors has a direct bearing on the morale of his men.

c. A true, faithful, strong devotion to one's country and superiors

d. The elimination of one's personal feelings when devoting oneself to country, superiors and subordinates

Answer: D Ref: II.A.2.
IV.D.b.

Question 26.

(Refer to preceding question.) Which of the following describes LTJG X's areas of strength and weakness?

a. Strength: Growth motivation, unifying outlook on life; Weakness: Cooperation, loyalty

b. Strength: Adequacy of interpersonal relations, emotional maturity; Weakness: No inner drive

c. Strength: Personal example and conduct, acceptance of self; Weakness: Loyalty

d. Strength: Sense of identity, unifying outlook on life; Weakness: Cooperation

Answer: A Ref: II.A.2.,13.
II.B.2.e.,g.

Question 38.

Match the terms with the appropriate descriptions of the men.

1. Manner in which leader gets results
2. Self-regulation
3. Facility with language
4. Professional knowledge

A. LT X curbs his anger because his behavior is not determined by external factors alone but is dictated also from within.

B. MIDN X is a good listener and is able to express the attitudes of his fellow classmates clearly.

C. ENS X shows self-control, loyalty up and down, and honor.

D. 1-LT X meets his responsibilities with thoroughness and efficiency.

E. LTJG X volunteers his opinions freely at all times.

a. 1-C, 2-A, 3-B, 4-D

b. 1-D, 2-C, 3-E, 4-B

c. 1-D, 2-A, 3-E, 4-C

d. 1-E, 2-C, 3-B, 4-D

Answer: A Ref: II.A.4.
II.B.1.f.
II.A.14.,15.
I.B.3.a.

Question 33.

1-LT X brags a lot and has a carefree attitude. His favorite phrase is "I couldn't care less."

From the above description determine which of the following is true.

a. 1-LT X is displaying courage.

b. 1-LT X is concerned with his environment.

c. 1-LT X is emotionally immature.

d. 1-LT X's attitude will not affect the future character and conduct of those around him.

Answer: C Ref: II.A.5.,8.
II.B.1.
II.C.4.

Question 10.

Which of the following accurately completes the sentence?

The ability to organize and make decisions:

a. Causes "That's an order" situations

b. Is the superior's primary criterion in evaluating the junior officer

c. Enables the leader to take into account all aspects of any eventualities arising

d. Enables the leader to comprehend the execution of past actions

Answer: C Ref: II.A.7.
IV.A.2.3.

Question 5.

Choose the description of the officer who has characteristics of the best leader.

a. LT A: Impulsive, concerned with his environment, arrogantly self-confident

b. LT B: Cooperative, self-regulating, imaginative

c. LT C: Knows his men and looks out for their welfare, takes corrective action promptly and privately, rigid self-concept

d. LT D: Motivated, loyal, self-centered

Answer: B Ref: II.A.13.
II.A.8.
II.B.1.f.
II.B.2.b.

Question 12.

Which of the following accurately completes the sentence?

To be an effective leader, an individual must demonstrate:

a. More of an interest in the technical skills in the work supervised than in an interest in directing the work of others

b. An acceptance of his own human nature as it differs from his self image without feeling real concern

c. An ability to capitalize fully on his capabilities and position

d. None of the above

Answer: B Ref: II.B.2.c.

Question 25.

LTJG X has been Deck Division Officer aboard an LPH for four months and is due for a change of duty in 8 months. He has shown an interest in developing a sense of commitment and possesses long-range goals regarded as central to his personal existence. He is arrogant to his subordinates.

Which of the following should LTJG X do?

a. Ask himself if his men are better men for his having served with them.

b. Ask himself what are his areas of strengths and weaknesses and emphasize those that need improvement.

c. Ask himself if the men have improved in all areas since he first joined them.

d. Study the methods of the preceding leader.

Answer: B Ref: II.B.2.e.,g.
II.A.B.
III.D
III.A.2.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment III

Techniques of Assuming Command

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

TECHNIQUES OF ASSUMING COMMAND

PROGRESS CHECK

Question 1.

After completion of a 12-month tour of duty in Southeast Asia, LT Harrison was reassigned to the Norfolk Naval Air Station. Because of his special training and experience in Viet Nam with aerial reconnaissance procedures, he was placed in charge of a newly-formed unit which was to be schooled in reconnaissance tactics.

Select the general techniques LT Harrison should use in assuming his new command.

1. LT Harrison should develop a flexible approach to assuming the new command based on his previous experience and training.
2. LT Harrison should evaluate each group member in order to identify potentially unqualified personnel.
3. LT Harrison should employ rigid discipline as the principal means of reinforcing authority.
4. LT Harrison should determine which of his specific attributes or favorable traits he should emphasize.

a. 1 and 3

b. 2 and 3

c. 3 and 4

d. 1 and 4

Question 2.

From the following choices select the statement that correctly describes the techniques that are especially important to a new leader.

a. A new leader should try to set the example, improve esprit de corps, maintain discipline, and make every effort to get to know his men.

b. A new leader should use discipline as the principal means of reinforcing his authority.

c. A new leader should try to know his men and look out for their welfare, set the example, and make every effort to get to know his job.

d. A new leader should try to get to know his men, and maintain morale and discipline by setting the example.

Question 3.

Identify the leadership techniques which are important to a new leader.

1. Setting the example
2. Maintaining discipline
3. Knowing his men
4. Improving esprit de corps
5. Knowing his job

a. 1, 2 and 3

b. 1, 3 and 4

c. 1, 3 and 5

d. 3, 4 and 5

Question 4.

LT Wilson was transferred to Corpus Christi Naval Air Station to take charge of a new group of naval cadets. Following his initial meetings with the men, LT Wilson soon observed that morale, esprit, and discipline were very low throughout the group.

Select the correct techniques LT Wilson should employ in assuming his new duties.

a. LT Wilson should try to set the example and avoid using unpopular tactics.

b. LT Wilson should establish goals and objectives to alleviate the problems and improve performance, and be prepared to be unpopular.

c. LT Wilson should frequently use rewards to establish high standards, and try to isolate the unit's problem areas through conversations with the group's former leader.

d. LT Wilson should emphasize the importance of meeting group objectives and limit use of reward if performance continues to decline.

Question 5.

From the following choices complete the following statement:

A poor unit is usually the result of:

a. Low morale

b. Weak discipline

c. Faulty organization

d. Absence of reward stimulus

Question 6.

Select the statement which BEST describes a method for discovering organizational difficulties.

a. Isolate the unit's problem areas through intensive observation and individual questioning of the men.

b. Discard the previous organizational structure and develop a new one based on the individual needs of the group.

c. Examine the existing authority/responsibility relationships in an effort to isolate potentially incompetent personnel.

d. Conduct extensive interviews with the group's former leader.

Question 7.

LTJG Teter had recently been assigned as the Assistant Damage Control Officer. His predecessor had instituted a number of programs which resulted in a record of high morale, discipline, and efficiency for both the fire and repair parties.

Select a technique LTJG Teter should employ when assuming charge of this good unit.

a. LTJG Teter should meet with his established subordinates and inform them that important changes are to be made so as to maintain the unit's high performance.

b. LTJG Teter should meet with his established subordinates and inform them of his newly developed performance standards.

c. LTJG Teter should seek the advice of his key subordinates, and with their help, set up further goals and objectives for improvement.

d. LTJG Teter should attempt to delegate more responsibility to those key subordinates who have proven themselves worthy.

Question 8.

Marine CAPT Temple assumed command of a line company after its former CO was reassigned to the G-3 section at Division Headquarters. The company members exhibited a high morale which was reflected in combat and pacification effectiveness. The company had established a reputation for its ability to pacify villages which had been considered unequivocally Viet Cong, and also enjoyed excellent operational and personal cooperation with the Vietnamese paramilitary unit located in the same area.

Select a technique CAPT Temple should employ when assuming command of the company.

a. CAPT Temple should encourage the men to ease their close personal ties with the ARVN company since they tend to distract the men from their primary mission.

b. CAPT Temple should study the methods of the former CO and reinforce those policies which have been found to be most effective.

c. CAPT Temple should rotate the platoon leaders so that the men will not become too dependent on the abilities of one particular individual.

d. CAPT Temple should encourage the key subordinates to be more aggressive than before, since there is always room for improvement in a unit.

Question 9.

Select the statement which correctly discusses arbitrary changes made by a leader in taking over a good unit.

a. Arbitrary changes are not to be considered uniformly negative. In some instances, especially when taking over a good unit, arbitrary changes should be initiated.

b. The only arbitrary changes a leader should make when taking over a good unit are those which involve the responsibilities of the leader. A leader can usually change the complexion of an organization most effectively using this method.

c. A leader should restrict the use of arbitrary changes until he has thoroughly reviewed the situation and can "justify" each arbitrary change.

d. A new leader should not attempt to impress his men with his leadership abilities by making arbitrary changes.

Question 10.

Select the criteria by which a leader evaluates his own success in commanding a unit.

1. The general betterment of the men
2. Increased discipline
3. Decreased discipline
4. Overall improvement in each area
5. Unit citations and rewards

a. 1 and 2

b. 3 and 5

c. 1 and 4

d. All of the above

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT III

REMEDIATION TEXT Intrinsically Programed Booklet-VOL-XII-C

ITEM	ANSWER	REMEDIATION REFERENCE
1	d *	Pages B1-S1; B31-S35
2	c	Pages B2-S10; B24-S27
3	c	Pages B2-S10; B24-S27
4	b	Pages B11-S21; B31-S35; 51; B56-S80
5	c	Pages B40-S42
6	a	Pages B41-S51
7	c	Pages B83-S84; B98-S114
8	b	Pages B83-S84; B98-S114
9	d	Pages B84-S90
10	c	Pages B88-S94; B117-S116
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*B--Page to begin on;
S--Stop at this page;
Follow page instructions to stop page indicated.

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

Twelve MARCH 1971 III

Part _____ Segment _____

ITEM NO.	T. O.	E. O.
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3	1	1
4	2	
5	2	1
6	2	2
7	3	
8	3	
9	3	1
10	3	2

RESEARCH PRETEST

Question 41.

Select the statement which correctly states a criterion by which a leader should evaluate his success in commanding a unit.

a. The leader should be able to review the history of his unit and note an increase in his popularity as the leader.

b. The leader should be able to note that he has maintained any high standards that the unit had.

c. The leader should be able to note that the unit has improved since he first joined it.

d. The leader should be able to note that he motivated the unit through high personal example and professional competence.

Ans. c, Ref. 12.3, TO-3/EO-2

PART 12 SEGMENT III

T. O. Number	TEST ITEM
1	ENS Beamer was placed in charge of a newly-formed special maintenance group which was to be trained in the upkeep of experimental radar equipment. From the choices below, select the one which completes the sentence describing the general techniques ENS Beamer should employ in taking charge of his new unit. ENS Beamer should_____. 1. Evaluate each group member in order to identify potentially unqualified personnel. 2. Determine which of his specific attributes or traits he should emphasize. 3. Develop a flexible approach to assuming the new command based on his previous training. 4. Use discipline and rigid punishment as a principle means of reinforcing authority. a. 1, 2 and 4 b. 2, 3 and 4 c. 3 and 4 d. 2 and 3 correct answer: d

REVISION_____DATE:

PART 12 SEGMENT III

T. O. Number	TEST ITEM
1	LTJG Harvey was assigned the command of a new PBR crew designated for patrol duty in Southeast Asia. From the choices below, select the statement which correctly describes the general techniques LTJG Harvey should use in assuming his new command. a. To reinforce his authority, LTJG Harvey should use rigid discipline. b. LTJG Harvey should develop a flexible approach, based on the recommendations of his superiors, in assuming the new command. c. LTJG Harvey should determine which of his specific attributes or favorable traits he should emphasize. d. LTJG Harvey should evaluate each member of the group in order to identify potentially unqualified personnel. correct answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
1 (EO-1)	From the choices below, select the statement that correctly describes the techniques that are especially important to a new leader. a. A new leader should try to set the example, improve esprit de corps, maintain discipline, and make every effort to get to know his men. b. A new leader should use discipline as the principal means of reinforcing his authority. c. A new leader should try to know his men and look out for their welfare, set the example, and make every effort to get to know his job. d. A new leader should try to get to know his men, and maintain morale and discipline by setting the example. correct answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
2	Marine LT Shanon was placed in charge of the new 3rd platoon, Delta Company. The 3rd platoon, which had been formed of men from the platoons of C Company, would eventually become part of a Battalion scheduled for duty in Viet Nam. The morale, discipline and esprit of the men were quite low. From the list below, identify several of the techniques LT Shanon should use in assuming his new command. 1. Isolate the unit's problem areas through observation and individual questioning of the men. 2. Establish goals and objectives to alleviate group problems and improve performance. 3. Use discipline as the principal means of reinforcing authority. 4. Avoid use of unpopular tactics. 5. Make an effort to set the example. a. 1, 3, and 4 b. 1, 2, and 3 c. 3, 4, and 5 d. 1, 2, and 5 correct answer: d

REVISION_____DATE:

T. O. Number	TEST ITEM
2	LT Lazar was placed in charge of the radioroom aboard the USS Canbera. He soon discovered that the morale, esprit, and discipline of the radioroom crew were very low. From the list below, select the correct techniques LT Lazar should use in assuming his new duties. 1. Establish goals and objectives to alleviate the problems and improve the group's performance. 2. Use discipline and the threat of punishment to reinforce his authority. 3. Avoid using unpopular tactics. 4. Isolate problem areas by questioning the former leader of the group. 5. Be especially alert to set the example. a. 1 and 3 b. 2 and 3 c. 1 and 5 d. 4 and 5 correct answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-1)	From the choices below, select the statement which indicates why a unit has low morale, weak discipline, poor esprit, and low efficiency. a. In many cases, a poor unit is the result of a faulty organization setup. b. A poor unit is usually the result of insufficient training. c. The principal reason for a poor unit is excessive use of punishment and the absence of rewards. d. All of the above. correct answer: a

REVISION_____ DATE:

T. O. Number	TEST ITEM
2 (EO-1)	From the list below, identify the principal cause for low morale, discipline, esprit and efficiency in a unit. a. Insufficient training b. Lack of reward stimuli c. Excessive punishment d. Faulty organizational setup correct answer: d

REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-2)	From the list below, select the questions a new leader should ask his subordinates in order to discover organizational difficulties. 1. Who are your subordinates? 2. What are your personal interests? 3. What goals are you working on, which, if accomplished will benefit the entire organization? 4. Who is your present supervisor? 5. Why was your previous supervisor replaced? a. 1, 2 and 4 b. 1, 3 and 4 c. 2, 3 and 5 d. 3, 4 and 5 correct answer: b

REVISION_____DATE:

PART 12 SEGMENT III

T. O. Number	TEST ITEM
2 (EO-2)	From the choices below, select the statement which best describes a method for discovering organizational difficulties. a. A new leader should conduct informal conversations with his senior personnel to try to identify group problem areas. b. A new leader should review the organization chain of his unit by examining the authority/responsibility relationships. c. A new leader should evaluate each member of the group in order to isolate potentially anti-social personalities. d. All of the above. correct answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
3	LT Ross had been assigned to the LCU Ramp in Hue as the new officer-in-charge. The former OIC had served for eight months. In that time, the men at the Ramp had distinguished themselves as the most efficient loaders and unloaders in northern I Corps. This official reputation and the structural improvements in the men's facilities had established a disciplined and spirited organization. Select a technique which LT Ross should employ when taking charge of the LCU Ramp. a. LT Ross should immediately review all aspects of the Ramp's operation and make as many changes as possible. b. LT Ross should question the men in order to determine the effectiveness of his key subordinates. c. LT Ross should attempt to delegate more responsibility to those subordinates who were initially responsible for the establishment of the organization's reputation. d. LT Ross should set especially high standards for his own performance, since he will be expected to live up to the record of the previous leader. correct answer: d

REVISION_____DATE:

PART 12 SEGMENT III

T. O. Number	TEST ITEM
3 (EO-1)	From the choices below, select the statement which assesses changes made by a leader taking over a good unit. a. A new leader should initially avoid making a mark on his unit by implementing hastily conceived, arbitrary changes. b. A new leader should immediately try to implement the most obvious changes, and then wait for the group to stabilize before making further alterations. c. A new leader should use the "fresh start" concept and make sweeping changes at the onset to promote his image as a progressive leader among his men. d. A new leader should make changes only after he has reviewed the situation with his supervisors. correct answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
3 (EO-1)	Select the paragraph below which correctly discusses arbitrary changes made by the leader in taking over a good unit. a. A leader should make arbitrary changes cautiously. After evaluating organizational efficiency on the basis of his own standards of performance, the leader should proceed with his changes. b. A new leader of a good unit should institute arbitrary changes as soon as possible because such a unit will be better able to withstand the initiation of any alterations. c. The new leader will have ample time and opportunity to affect the complexion, and to influence the action of his organization without trying to make his mark through arbitrary changes. Arbitrary changes may prove unnecessary after a careful evaluation. d. a and c correct answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
3 (EO-2)	Choose the statement below which correctly states the criteria by which a leader should evaluate his success in commanding a unit. a. A leader should be able to observe that the unit improved in all areas since he first joined it, and to note that the men are generally better men for having served under him. b. A leader should be able to appraise his command by informal conversations with his senior personnel. c. A leader should be able to appraise his command by his evaluation on his fitness reports. d. A leader should be able to appraise his command by observing the increase or decrease of the number of incidents which require disciplinary action. correct answer: a

REVISION_____DATE:

Question 6.

The leader's popularity with his subordinates is especially important to which of the following?

a. Know your men and look out for their welfare.

b. Keep your men informed.

c. Develop self-confidence, initiative, ingenuity.

d. None of the above

Answer: D Ref: III.A.3.b.3).
I A.2.d.
II A.5.

Question 27.

1-LT X has been assigned as leader for a platoon he knows nothing about. How will he be able to determine what techniques he should use in assuming command of this platoon?

a. Analyze the manner (personal behavior) in which the last leader got results.

b. Analyze the methods by which the last leader got results.

c. Analyze the state of esprit, discipline, morale and efficiency within the unit.

d. Analyze the leadership qualities of the past leader for his strengths and weaknesses.

Answer: C Ref: III.A.5
III.B.4.

Question 36.

When a LTJG takes over a new unit, which of the following aid in mission accomplishment?

1. Develop a flexible plan
2. Set the example
3. Take corrective action, publicly, on the spot
4. Delegate responsibility

a. 1, 2

b. 1, 2, 3

c. 1, 2, 4

d. 1, 2, 3, 4

Answer: A Ref: III.A.,B.,C.

Question 28.

When taking over a new unit LTJG X should:

a. Be indecisive to give subordinates a chance to shine.

b. Make a decision quickly as to what needs to be done with the unit.

c. Be lenient so that the men will respect him.

d. None of the above

Answer: D Ref: III.A.,B.,C.

Question 23.

1-LT X has just taken over as leader of a poorly run platoon.

Which of the following decribes actions he must take?

a. Immediately enforce standards he has seen effectively used with other platoons.

b. Reinforce policies found in analyzing the organization of the unit.

c. Compare the unit's actions with standards he has established and take necessary measures.

d. Take corrective action against the unit as soon as possible.

Answer: C Ref: III.B.

Question 31.

LTJG X takes over a poor unit in which the preceding leader had to use the phrase "That's an order" quite frequently.

Which of the following should LTJG X do to try to prevent this?

a. Stress discipline over efficiency.

b. Publicly reward and criticize his men.

c. Keep his door open to his men.

d. All of the above

Answer: C Ref: III.B
I.A.3.,4.
III.C.5.

Question 29.

LT C takes over a unit in which morale, esprit, and discipline are high and efficiency is low.

Which of the following would help LT C improve efficiency?

a. Developing slogans and banners for the unit

b. Planning

c. Clarifying various authority relationships

d. None of the above

Answer: B Ref: III.B.
IV.A.

Question 11.

Which of the following BEST completes the sentence?

Personal example and conduct are important:

a. In promoting the proper upward chain of command

b. In motivating a unit

c. As indicators of mental health

d. In none of the above cases

Answer: B Ref: III.B.3.

Question 16.

Which of the following questions, asked of members of a unit, is helpful in revealing any organizational difficulties causing problems in the unit?

a. Have you improved in all areas?

b. What is your background?

c. What goals are you working on which, if accomplished, will benefit the entire organization?

d. What are your subordinates' activities and functions?

Answer: C Ref: III.B.4.c.

Question 34.

LTJG X has demonstrated an ability to organize and make decisions, leads by personal example but is very concerned about his popularity.

From this description with which of the following would LTJG X be most successful?

a. Taking over a poor unit

b. Taking over a good unit

c. Taking over a unit he knows nothing about

d. None of the above

Answer: B Ref: III.B.,C.

Question 4.

All but one of the steps listed are necessary to taking over either a good or a poor unit.

Which one is least appropriate in taking over both?

a. Setting the example

b. Making changes to improve performance

c. Getting help and information from subordinates

d. Reinforcing established policies

Answer: D Ref: III.B.& C.

United States Naval Academy

INTRODUCTION TO PSYCHOLOGY AND LEADERSHIP

PART TWELVE

APPLIED LEADERSHIP

Segment IV

"That's an Order"

Progress Check

WESTINGHOUSE LEARNING CORPORATION

Annapolis, Maryland

1971

"THAT'S AN ORDER"

PROGRESS CHECK

Question 1.

ENS Knitt is given the mission to prepare a briefing plan for a visiting dignitary. He contacts the departments to be visited, determines whether the dignitary will be briefed by one or more officers, whether training aids will be used, whether the VIP will participate in the briefing, and the route to be followed by the dignitary. ENS Knitt submits his plan to the Executive Officer for approval but the Executive Officer rejects the plan.

Which element(s) of a complete plan has ENS Knitt omitted in his plan?

a. What and where

b. Who and how

c. When

d. Why and how

Question 2.

Complete the sentence with one of the following selections. Planning is important because it:

a. Helps to answer questions of what, when, where, who, why and sometimes how, concerning an operation

b. Is vital to the efficient completion of the mission

c. Facilitates the execution of future actions by providing a basis from which to work

d. All of the above

Question 3.

ENS Smathers, in charge of an ammunition loading party, observes that the men are being careless. He tells the leading petty officer (LPO) to make sure the safety precautions are met. The LPO walks away in disgust, mumbling, "It's going to take all day if we have to observe all those precautions."

Which of the following indicates that ENS Smathers appropriately perceives the situation?

a. ENS Smathers rebukes the LPO on the spot, explaining the necessity for strict observance of safety precautions in handling ammunition.

b. ENS Smathers halts the loading work, assembles the entire working party, including the LPO, and personally briefs the working party on the correct precautions to be followed.

c. ENS Smathers decides to establish stricter standards.

d. None of the above

Question 4.

Which of the following correctly identifies when it is most appropriate to "draw the line"?

a. When, after comparing results with established standards, it is apparent that the standards have not been met

b. When, after comparing results with established standards, it is apparent that the standards have been met

c. When, after comparing your men's actions with the actions of others, it is clear that standards must be established

d. When it becomes apparent that it is necessary to say "That's an order" to control the men

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Question 5.

When LTJG Boll's department head congratulated him for making an improvement in the procedure for rigging the towing-at-sea, he told his superior that boatswain's mate 1/c Brite had suggested the idea. In evaluating LTJG Boll's performance in this matter, his superior would probably feel that LTJG Boll displayed which of the following qualities?

1. Integrity
2. Patience
3. Ingenuity
4. Loyalty

a. 3, 4

b. 1, 4

c. 2, 3

d. 1, 2

Question 6.

2-LT Gant is a platoon leader in School's Troops at Quantico. He always loses his temper and inappropriately yells at his men. However, he brags to his peers about his great control of his men.

Which of the following qualities should 2-LT Gant include as weak qualities in his self-evaluation?

1. Tact
2. Simplicity, modesty, quiet dignity and humility
3. Self-control
4. Common sense, judgment and acumen

a. 1, 2, 3

b. 2, 3, 4

c. 1, 3, 4

d. All of the above

Question 7.

1-LT Sykes sees CPL Ort, a member of his platoon, make an obscene gesture behind the back of a fellow officer.

Which of the following choices indicate(s) the action(s) Sykes can take within the limits of his authority?

a. Put CPL Ort on report

b. Restrict CPL Ort to base

c. Have CPL Ort confined to the brig pending investigation

d. All of the above

Question 8.

While on shore leave, ENS Benson is walking down a street in uniform and sees a seaman from his division with his cuffs rolled up and his hat on the back of his head.

Which of the following choices indicates that ENS Benson exercises his authority within its limits?

a. ENS Benson ignores the seaman.

b. ENS Benson orally rebukes the seaman and instructs him on the proper wearing of the uniform.

c. ENS Benson orally reprimands the seaman and orders him back to the ship.

d. ENS Benson orders the seaman back to the ship and tells him he won't get his liberty card for two weeks.

Question 9.

1-LT Love is the platoon commander, with only three squads of ten men each, on an independent mission in the highlands west of Phu Bai in Vietnam. As a result of a night mortar attack, the platoon suffers some casualties; one man has serious head wounds and the corpsman informs LT Love that the man should be evacuated. The weather is very bad with minimum visibility and drizzling rain and it is an extremely hazardous mission to attempt to evacuate the wounded man over ground to the nearest aid station.

Which of the following appropriately describes Love's judicious use of authority in this situation?

a. He and the platoon NCO's discuss the situation and the climate of the group before taking a vote on what is to be done.

b. He determines if there is role change or role conflict because of the mortar attack.

c. He quickly analyzes the situation and decides that an emergency air medical evacuation will be requested.

d. None of the above

Question 10.

1-LT Love requests a helicopter evacuation for the wounded man. Two helicopters arrive about 2300 and begin circling overhead; LT Love sees one crash into a nearby mountain. The remaining helicopter pilot tells Love that he must abort the mission because he can't get down through the fog. 1-LT Love does not know if there are any survivors from the helicopter crash but feels that if there are survivors, they will need medical attention immediately. He is aware that it is highly dangerous to attempt a rescue mission at night.

Which of the following appropriately describes Love's judicious use of authority?

a. Although he realizes he risks further casualties and the security of his present position, he orders an evacuation party of eight men to prepare to move the wounded man overland to the Battalion Aid Station, three miles away. He orders one squad to prepare to conduct immediate rescue operations for the downed helo, one to two miles away.

b. He orders the corpsman to make the wounded man as comfortable as possible and informs him that medical evacuation will have to wait until first light or the fog lifts. LT Love further requests eight volunteers to go on an immediate search and rescue mission for the downed helo.

c. He decides to wait until morning before making a decision about what to do.

d. He requests that an adjacent unit provide the rescue party to search for the downed helo.

PROGRESS CHECK ANSWER AND REMEDIATION FORM

PART Twelve SEGMENT IV

REMEDIATION TEXT Intrinsically Programed Booklet VOL-XII-D

ITEM	ANSWER	REMEDIATION REFERENCE
1	c *	Pages B3-S7
2	d	Pages B3-S7
3	d	Pages B7-S15, B54-S61
4	a	Pages B36-S54
5	b	Pages B71-S85
6	d	Pages B61-S85
7	a	Pages B43-S54, B85-S109
8	b	Pages B43-S54, B85-S109
9	c	Pages B15-S21, B109-S137
10	b	Pages B15-S21, B109-S137
11		
12		
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* B-page to begin on; S-stop at this page; follow page instructions to stop page indicated.

PROGRESS CHECK ITEM AND OBJECTIVE MATRIX

MARCH 1971

Part Twelve Segment IV

ITEM NO.	T. O.	E. O.
1	1	
2	1	1
3	2	
4	2	4
5	3	1
6	3	1
7	4	
8	4	1
9	5	
10	5	

Question 38.

Which of the following identifies the factors involved in the principle "Know your men and look out for their welfare"?

1) Roles the men are playing
2) Role change
3) Role strain
4) Knowledge of superiors' backgrounds
5) knowledge of subordinates' backgrounds
6) Role conflict
7) Role competition

a. 1, 2, 5
b. 3, 4, 6
c. 1, 4, 7
d. 1, 3, 5

Ans. d, Ref. 12.4, TO-2/EO-3

PART 12 SEGMENT IV

T. O. Number	TEST ITEM
1	A midshipman striper has the authority to take appropriate corrective action to see that the underclassmen are properly instructed in military courtesies. Which of the following would the conscientious MIDN take into consideration in developing a plan of action? a. He would answer questions of why and how. b. He would consider his mission in light of who needed instructions the most, the most effective way of conducting the indoctrination, the most appropriate time to conduct the indoctrination and the best method of evaluating the effectiveness of the program. c. He would collect all the statistics on military courtesy deficiencies in his unit and deal with reported delinquents. d. None of the above. answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
1	LT Bailey commands a rocket ship, LSR, and is given a mission of providing fire support for an amphibious landing. He has the authority to maneuver his ship to best carry out the mission with a minimum of risk to his command. Which of the following indicates factors LT Bailey should consider in developing a plan for the completion of the mission? a. What, when, where, who, why and how, concerning the mission. b. Any or all potential situations that might arise. c. Both of the above. d. None of the above. answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
1	LTJG Redin, Assistant Special Services Officer on a DLG, is assigned the task of preparing a ship's party for all of the men aboard ship. Which of the following describes an appropriate plan for the accomplishment of this mission? a. LTJG Redin determines how the party will be run by indicating who will do what, where the party will be held and when the party will be held. b. LTJG Redin plans where the party will be held after determining when the most men aboard ship are available for the party and what refreshments and entertainment are necessary. c. LTJG Redin develops plans for two parties to include all the men and determines what refreshments and entertainment are necessary, who will be responsible for these, and when and where the parties will be held. d. LTJG Redin develops plans for two parties to include all the men and determines what refreshments and entertainment are necessary, and when and where the parties will be held. answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
2	LTJG Salt is Deck Division Officer aboard an AOE and newly-commissioned ENS Price is assigned as the junior division officer. LTJG Salt assigns ENS Price a task which, because of Price's inexperience, he misinterprets. Which of the following indicates that LTJG Salt correctly perceives the situation? a. LTJG Salt controls his temper and decides he must establish standards for ENS Price and instill a set of beliefs in Price. b. LTJG Salt speaks to Price about the assigned task and the necessary steps to complete the task, he looks at Price's record and then gets Price to tell him more about himself. c. LTJG Salt looks at ENS Price's record and decides that because Price had a little trouble when he was in training he should be put on report. d. Because of ENS Price's inexperience LTJG Salt decides to wait and see how Price does at a later date when he is more experienced. answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
2	LT Strong is assigned as Communications Officer aboard a cruiser. His men are rude, ignore him, and perform their duties perfunctorily, just meeting minimum standards. Which of the following indicates that LT Strong has correctly perceived the situation? a. LT Strong decides to clarify various authority relationships, explain policies, procedures, and standards for everyone under his command, instill a set of beliefs in his subordinates and explain the reasons and purposes for directives. b. LT Strong decides to take steps to control the men's behavior by maintaining self-control. He asks his superior to take the appropriate corrective action with his men. c. LT Strong investigates the possibility of role competition and role changing. d. All of the above. answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-1)	Select the statement which is true. a. A leader never makes a decision without first developing a plan. b. When a decision is required immediately, it is best to be indecisive so that subordinates can show their ability to lead. c. When a decision is needed immediately it is best to make the decision with the information at hand. d. All decisions should be made by the leader. answer: c

REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-1)	Complete the following sentence with the choices below. Timing is important in decision-making because: a. It determines the way in which a decision is reached. b. It facilitates execution of future action by providing a time basis. c. All of the above. d. None of the above. answer: a

REVISION_____DATE:

PART 12 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-2)	Which of the choices below correctly identifies the steps involved in creating a proper environment? a. Explain policies, procedures and standard practices for leading petty officers only under superior's command; clarify various relationships among responsibilities; explain reasons and purposes for directives; instill a set of beliefs in leading chief petty officers. b. Explain various relationships; change policies, procedures and standard practices as appropriate for your own unit, instill your beliefs in subordinates; explain reasons and purposes for directives. c. Instill a set of beliefs in subordinates, explain various authority relationships; clarify policies, procedures and standard practices for everyone under superior's command; clarify reasons and purposes for directives. d. None of the above. answer: c

REVISION_____DATE:

PART 12 SEGMENT IV

T. O. Number	TEST ITEM
2 (EO-3)	Which of the following identifies the factors involved in the principle "Know your men and look out for their welfare?" 1. Roles the men are playing 2. Role change 3. Role strain 4. Knowledge of superior's backgrounds 5. Knowledge of subordinate's backgrounds 6. Role conflict 7. Role competition a. 1, 2, 5 b. 3, 4, 6 c. 1, 4, 7 d. 1, 3, 5 answer: d

REVISION_____DATE:

T. O. Number	TEST ITEM
2 (EO-5)	Which of the following correctly identifies some of the factors involved in overcoming resistance to authority? a. Be considerate only of experience, reprimand privately, maintain self-control. b. Consider all factors involved in resistance, be humane, maintain self-control. c. Do not be vindictive, have your superior handle the resistance, suggest corrective action as soon as possible. d. Do not exceed the legal limits of your authority, be indiscriminate, generally do not punish the whole group for an individual's action. answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
3	1LT Crane is an instructor at Camp Lejuene at the infantry training regiment. The men find his class very boring and slow moving but he is very considerate when questions are asked. If the men need additional help, they can set up meetings with Crane for additional instruction. Which of the following would 1LT Crane include in his self-evaluation? 1. Self-control 2. Loyalty 3. Energy, enthusiasm 4. Complexity a. 1, 3 b. 1, 2 c. All of the above d. None of the above answer: b

REVISION_____DATE:

T. O. Number	TEST ITEM
3 (EO-1)	Which of the following are essential qualities of leadership a leader should use in evaluating his exercise of authority? 1. Common sense 2. Integrity 3. Creativity 4. Tact 5. Energy, perseverance 6. Self-control 7. Sophistication a. 1, 2, 4, 5, 6 b. 1, 3, 4, 6, 7 c. 2, 4, 5, 6, 7 d. All of the above answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
4	1/c MIDN Rich sees 4/c MIDN Drake using a first class gate when coming back from liberty. Which of the following indicates action(s) MIDN Rich can take within the limits of his authority? a. He can put 4/c Drake on report. b. He can say, "Drake, the next time I see you doing this, you'll be coming around to my room and doing push-ups until June." c. Both a and b. d. None of the above. answer: a

REVISION_____DATE:

T. O. Number	TEST ITEM
4 (EO-1)	Which of the following identifies the guidelines of the limits of a leader's authority? a. The leader should follow the established patterns of authority which have been generally accepted by his men. b. The leader should say and do only what he has the authority to say and do within the formal chain. c. The leader should say and do only what he has the authority to say within the informal chain. d. When exerting his authority, the leader should say, "If this happens again I will ..." answer: b

REVISION_____DATE:

PART 12 SEGMENT IV

T. O. Number	TEST ITEM
5	1-LT Hart has reached a point in dealing with some members of his platoon where he has to say "That's an order" to get a job done. Select the choice below that indicates possible factors that 1-LT Hart probably did not consider. 1. Timing in decision-making 2. Nature of informal chain of command 3. Climate of the platoon 4. The men in the platoon 5. Planning 6. Efficiency of his platoon 7. When and how to draw the line 8. Limits to his authority a. 1, 3, 4, 5, 7, 8 b. 1, 2, 3, 4, 7 c. 1, 2, 4, 5, 6, 7 d. All of the above answer: a

REVISION_____DATE:

Question 8.

A leader has a responsibility to his subordinates. Which of the following indicates what this entails?

a. Delegating responsibility

b. Knowledge of role confusion

c. Planning

d. Closely adhering to the rules at all times

Answer: C Ref: IV.A.

Question 7.

Which of the following indicates the relationship between planning, perceiving the nature of the situation, self-evaluation, and limits to the leader's authority?

a. The manner and methods which the leader uses to attain results

b. Integration of indicators of effective leadership

c. The ultimate criteria for measurement of leadership effectiveness

d. None of the above

Answer: A Ref: IV (A11)

Question 20.

Which of the following accurately completes the sentence? Establishing goals and objectives is important to:

a. Preventing "That's an order" situations

b. Taking over a unit

c. Accomplishing a mission

d. All of the above

Answer: D Ref: IV.A.
III.A.6.
I.B.2.a.

Question 24.

LT X is assigned as leader of a unit with high morale but low efficiency, esprit, and discipline.

Which of the following indicates appropriate action to be taken?

a. Assign additional duty to all the men.

b. Reprimand the entire unit as soon as one man steps out of line.

c. Check the men on time taken to accomplish an assigned task and if it is not good enough restrict the men to base.

d. Indoctrinate subordinates with a set of beliefs and a sense of belonging.

Answer: D Ref: IV.B.2.b.
I.C.1.c.

Question 13.

Which of the following is important for the leader's self-improvement?

a. Self-evaluation

b. Self-concept

c. Self-regulation

d. Unifying outlook on life

Answer: A Ref: IV.D.
I.B.3.b.

Question 35.

While on shore leave, LT X sees one of the seamen from his unit in uniform shoving and pushing his way through a crowd while yelling obscenities at the people.

Which of the following describes action LT X should take?

a. LT X should rebuke the seaman and say "If this happens again I will take away your liberty pass for a month."

b. LT X should bend the rules and ignore the situation.

c. LT X should discuss the observed behavior with his subordinate petty officers when he returns to the ship to determine what should be done.

d. None of the above

Answer: D Ref: IV.E.1.
IV.B.1.
I.A.3.